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distinction between the personnel department and the employment department, in spite of the fact that in many plants the latter has to do only with the hiring of employees. While he means by employment management the entire administration of personnel and not simply the selection of the working force, yet he does not put forth any underlying philosophy upon which to evaluate such management. He does not maintain, as he might safely have done, that personnel administration is a major function of staff organization, and that perhaps only upon such grounds can it justify its existence in industrial organization.

In the main, the volume is an excellent, more or less compendious, handbook for managers, superintendents and foremen. It is certainly worth being consulted by every industrial plant that has or is planning to have a personnel department. It is attractively printed, is arranged in short chapters, and will be valuable for collateral reading in a course in employment management. Some of the best chapters are those on Rating Labor Turnover, Developing the Labor Supply, Collective Bargaining, Follow-up in the Shop, The Employment of the Office Force, Safety Engineering as Related to Employment, and The Rights and Duties of Labor.

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#### NEW BOOKS

ARMSTRONG, G. S. *Essentials of industrial costing.* (New York: Appleton. 1921.)

BALL, J. S. *Farm inventories.* Farmers' bull. 1182. (Washington: Dept. Agri. 1920. Pp. 31.)

BASSET, W. R. *Putting a business in balance.* The organization of modern business, no. 10. (New York: Miller, Franklin, Basset & Co. 1921. Pp. 16.)

BENNETT, G. W. *Accounting, principles and practice*, vol. I. (New York: Biddle Business Publications. 1920. Pp. xli, 430.)

BERNHARDT, J. *Government control of the sugar industry in the United States. An account of the work of the United States food administration and the United States Sugar Equalization Board, Inc.* (New York: Macmillan. 1920. Pp. 272.)

An article which appeared in the August, 1919, number of the *Quarterly Journal of Economics*, has been expanded into this complete history of the control of the sugar industry, 1917-1920. It is an extremely well written and complete narrative, explaining in essential detail the machinery devised to solve a most difficult problem—that of increasing the sugar supply while keeping down the price. The important agreements, the certificate of incorporation of the United States Sugar Equalization Board, its by-laws, etc., are found in the appendix. There is also a section of statistical tables, and an index.

HOMER B. VANDERBLUE.

BIGELOW, C. M. *Management in the woodworking industry.* (New York: Engg. Mag. 1920. Pp. 300. \$5.)

BLANCHARD, F. L. *Essentials of advertising.* (New York: McGraw-Hill. 1920. Pp. 322. \$3.)

BONBRIGHT, J. C. *Railroad capitalization. A study of the principles of regulation of railroad securities.* Columbia University studies in history, economics, and public law, vol. XCV, no. 1. (New York: Longmans. 1920. Pp. 206. \$2.)

BOYLE, J. E. *Speculation and the Chicago Board of Trade.* (New York: Macmillan. 1920. Pp. 277. \$2.50.)

The history of the Chicago grain market, its organization, and its operations are treated. Emphasis is placed upon the constructive service of the Board of Trade in the establishment and enforcement of fair grading rules and practices, and in the campaigns against bucket-shops and monopolistic combinations of carriers and terminal elevators. The discussion is expository rather than critical, but stiff reasoning is not avoided. The market operations of speculation, future trading and hedging are explained with fullness and lucidity. The chapter on price-making forces is especially timely in view of the recent slump of the grain market. Various appendices contain statistical tables, excerpts from government reports, reproductions of grain trade documents, and an excellent bibliography.

HOMER B. VANDERBLUE.

CANNONS, H. G. T. *Bibliography of industrial efficiency and factory management; books, magazine articles; with many annotations and indexes of authors and of subjects.* (New York: Dutton. 1921. Pp. viii, 168. \$5.)

CARTHAGE, P. I. *Retail organization and accounting control.* (New York: Appleton. 1920. Pp. 349. \$3.)

CHELLEW, H. *Human and industrial efficiency.* (New York: Putnam. 1920. Pp. xviii, 149. \$2.)

CONYNGTON, H. R. *Financing an enterprise.* (New York: Ronald. 1921.)

CROWELL, J. F. *Government war contracts.* Preliminary economic studies of the war, no. 25. Carnegie Endowment for International Peace. (New York: Oxford Univ. Press. 1920. Pp. xiv, 357. \$1.)

DEWING, A. S. *The financial policy of corporations.* Five vols. I, *Corporate securities*, (p. 154); II, *Promotion*, (pp. 173); III, *The administration of income*, (pp. 164); IV, *Expansion*, (pp. 234); V, *Failure and reorganization*, (pp. 228). (New York: Ronald. 1920.)

EAVES, L. *Training for store service. Report of investigations made in the research department of the Women's Educational and Industrial Union.* (Boston: Badger. 1920. Pp. 143. \$2.)

ESQUERRÉ, P. J. *Practical accounting problems: theory, discussion, solutions.* (New York: Ronald. 1921.)

HOOVER, S. R. *Bookkeeping and accounting practice; the Hoover system of modern bookkeeping.* (Chicago: A. W. Shaw. 1920. Pp. 301.)

JONES, E. D. *Industrial leadership and executive ability.* (New York: Engg. Mag. 1920. Pp. 275. \$2.)

JORDAN, H. W. *Debentures: the purpose they serve, and how they are issued.* (London: Jordan & Sons. 1920. 1s. 6d.)

KNAPP, G. O. and MASON, B. B. *A classification of ledger accounts for creameries.* Agricultural Dept. bull. 865, reprint. (Washington: Supt. Doc. 1920. 10c.)

LAWSON, F. M. *Industrial control.* (London: Pitman. 1920. Pp. 130. \$3.40.)

LEIGH, R. *The human side of retail selling.* (New York: Appleton. 1921. Pp. xxi, 228. \$2.)

*The Human Side of Retail Selling* might appropriately have been called "A Primer in Retail Saleswomenship." Its discussions are based upon the hypothesis that all salespersons are feminine and most of the customers are women. Although its application may not be limited to the problems of the sales employee of a department store, it is evident that the book is primarily addressed to those engaged in a sales capacity in such a store. The presentation of the material is simple, direct, and well organized. Generalities are few. Concrete problems are discussed. Definite suggestions for solving them are given. The author has no fear of the positive, even though retail selling involves that highly variable factor, the human element. It is believed that this work will admirably perform two functions: it will furnish the retail store executive with pointed material for instructional work among his sales people; and it will tend to impress upon the retail salesperson the importance of her position, its dignity, and its responsibilities. It will go far toward convincing the "girl behind the counter" that hers is not the work that can be performed satisfactorily by just anyone who happens to have nothing better to do. The book is an exposition of retail selling as a profession instead of as the mere occupation of "clerk." The point of view is distinctly commercial—how to sell more. The reviewer, for one, has hoped that successful salesmanship would come to be looked upon as ability to influence the buyer in wise choice which in many cases means advice against buying rather than solely the ability to overcome the customer's resistance to purchase.

Two of the five parts deal with secondary considerations, personal hygiene and sales routine. This together with the elementary character of the remaining three parts causes one to question the suitability of the book for use in college and university classes. Whatever the shortcomings of the author's efforts, this is a work that will fulfill the expectations of those demanding the "practical" between bookcovers. ASHER HOBSON.

MAILHOIT. *Modern adviser to grocers.* (Boston: International Publishers. 1921.)

MARTIN, C. C. *Export packing.* (New York: Johnston Export Pub. Co. 370 Seventh Ave. Pp. 723. \$10.)

MEYER, H. H. B. *List of references on scientific management as the basis of efficiency with special reference to the government service.* (Washington: Government Printing Office. 1920. Pp. 22.)

MORRIS, J. V. L. *Employee training*. (New York: McGraw-Hill. 1921. Pp. 311. \$3.)

NUSSBAUM, A. *Das neue deutsche Wirtschaftsrecht*. (Berlin: Springer. 1920. 10 M.)

O'SHEA, P. E. *Employees' magazines for factories, offices, and business organizations*. (New York: Wilson. 1920. Pp. 122.)

PEZEU, P. *Les hommes qu'il nous faut pour organiser la production*. (Paris: Payot. 1920. Pp. 350.)

POLEY, A. P. *The history, law, and practice of the stock exchange*. (London: Pitman. Pp. xiv, 368. 7s. 6d.)

PRATT, S. S. *The work of Wall Street. An account of the functions, methods and history of the New York money and stock markets*. Third edition. (New York: Appleton. 1921. Pp. xiv, 447. \$3.50.)

RAYMOND, C. H. *Modern business writing; a study of the principles underlying effective advertisements and business letters*. (New York: Century. 1921. Pp. 476. \$2.40.)

REGAN, J. M. *Financing a business*. (Chicago: LaSalle Exten. Univ. 1920. Pp. xv, 360.)

ROLLINS, M. *Blue sky laws*. Revised edition, by S. SPRING. (Boston: Financial Pub. Co. 1919. Pp. 454.)

SCHAUB, L. F. and ISAACS, N. *The law in business problems*. (New York: Macmillan. 1921.)

SIMPSON, K. *The capitalization of goodwill*. Johns Hopkins University studies in political science, series XXXIX, no. 1. (Baltimore: Johns Hopkins Press. 1921. Pp. 101.)

SWEET, H. N. *Industrial accounting as an aid to management*. (New York: National Assoc. of Cost Accountants. 1921.)

THOMPSON, C. B. *Méthods américaines d'établissement des prix de revient en usines*. (Paris: Payot. 1920. Pp. 127.)

WERA, E. *Human engineering: a study of the management of human forces in industry*. (New York: Appleton. Pp. 378. \$3.50.)

*Burroughs elementary bookkeeping course*. (Detroit: Burroughs Adding Machine Co. 1920. Pp. 141.)

*The causes of high building costs in Cleveland*. (Cleveland: Chamber of Commerce. 1920. Pp. 39.)

*Handling men*. Course in modern production methods, vol. II. (New York: Business Training Corporation. 1920. Pp. 152.)

*Investors and traders guide*. (New York: Jones & Baker. 1920. Pp. 64.)

*Modern filing, and how to file; a textbook on office system*. Third edition. (Rochester, N. Y.: Yawman & Erbe Mfg. Co. 1920. Pp. 100.)

*Operating expenses in retail jewelry stores in 1919*. (Cambridge: Bureau of Business Research, Harvard Univ. 1920. Pp. 26. \$1.)

*Organization*. Course in modern production methods, vol. III. (New York: Business Training Corporation. 1920. Pp. 147.)

*The practical application of the principles of industrial engineering.* Complete report of the proceedings of the spring national convention, Philadelphia, March, 1920. (Chicago: Society of Industrial Engineers. 1920. Pp. 302.)

*The problem of depreciated investment securities.* (New York: J. H. Oiphant & Co. 1920. Pp. 32.)

*Railroad securities; a course of study issued by the Education Committee, Investment Bankers Association.* (New York: The Association. 1921. \$1.75.)

*Regulations for tobacco warehouses under the United States Warehouse act of August 11, 1916, as amended July 24, 1919.* Circ. no. 154. (Washington: Dept. Agri. 1920. Pp. 33.)

*Salesmanship; the standard course of the United Y. M. C. A. schools.* Book II, *The salesman and his goods.* Book III, *The salesman and his customer.* Book IV, *The salesman and his sale.* (New York: Association Press. 1920. Pp. 201; 202; 202.)

*Securities prices as of March 1, 1913.* (New York: Standard Statistics Co. 1920. Pp. 202. \$6.)

*The wholesale grocery business in January 1921.* Bull. no. 24. (Cambridge: Bureau of Business Research, Harvard Univ. 1921. Pp. 12. \$1.)

## Capital and Capitalistic Organization

### NEW BOOKS

BROWNELL, E. E. *Report on the electric railways of Milwaukee, Wisconsin, and other public utility companies for the city of Milwaukee, with historical references on street railways and electrolysis, together with report on a report made by the National Bureau of Standards, November 26, 1918, of electrolytic conditions in Milwaukee for the Railroad Commission of Wisconsin.* Second edition. (Philadelphia: Author. 1920. Pp. 362.)

BUDGE, C. *Der Kapitalprofit.* (Jena: Fischer. 1920. Pp. xii, 155.)

DECHEZNE, L. *L'économie syndicale.* (Liege: Wyckmans. 1920. Pp. 70.)

GAY, E. J. *Minority report on Calder coal bill.* (Washington: Nat. Coal Assoc. 1921.)

WOOLLEY, G. I. *Outline of the law of trusts prepared especially for students of New York law.* Third edition. (Brooklyn: Author. 1921. Pp. 94.)

*Delaware corporations; a digest of the decisions and the law.* (Dover: U. S. Corporation Co. 1920. Pp. 86.)

## Labor and Labor Organizations

### NEW BOOKS

BEMAN, L. T., compiler. *Selected articles on the compulsory arbitration and compulsory investigation of industrial disputes.* Debaters' handbook series. Fourth edition, enlarged. (New York: H. W. Wilson Co. 1920. Pp. lxi, 303. \$1.25.)